

THE FRANKLIN COUNTY BOARD OF SUPERVISORS HELD A BOARD RETREAT ON WEDNESDAY, DECEMBER 2, 2015, @ 1:00 P.M., IN THE BOARD OF SUPERVISORS MEETING ROOM LOCATED IN THE GOVERNMENT CENTER, 1255 FRANKLIN STREET, SUITE 104, ROCKY MOUNT, VIRGINIA.

THERE WERE PRESENT: Cline Brubaker, Chairman
Charles Wagner, Vice-Chairman
Bob Camicia
Ronnie Thompson
Leland Mitchell
C. B. Reynolds
Bobby Thompson

OTHERS PRESENT: Tommy Cundiff, Supervisor Elect
Tim Tatum, Supervisor Elect
Brent Robertson, County Administrator
Christopher Whitlow, Deputy Co. Administrator
Linda Ferguson, Facilitator
Sharon K. Tudor, MMC, Clerk

Cline Brubaker, called the meeting to order.

Linda Ferguson, Facilitator, introduced herself and welcomed all to the Board Retreat.

Brent Robertson, County Administrator, welcomed the Board and began to briefly bring the Board up to date with the review and various successes of the 2013 Strategic Plan. .

Brent Robertson, reviewed the following Strategic Planning Process from 2012:.

BOS Strategic Planning - Prior
November 29, 2012

- ▶ Developed “core vision” statements
- ▶ Identified Strategic Outcome Areas
- ▶ Established short-term goals (2-3 years)
- ▶ Environmental Scan

▶

CARILION FRANKLIN MEMORIAL HOSPITAL

Bill Jacobson, CEO, Carilion Franklin Memorial Hospital, shared with the Board the following PowerPoint as related to successes resulting from Carilion's Strategic Planning:



Franklin County Board of Supervisors Retreat

Wednesday, December 2, 2015

Bill Jacobsen
Vice President, Carilion Clinic
Administrator, Carilion Franklin Memorial Hospital
Friday, November 23, 2015



Mission, Values, and Vision

Our Mission

- Improve the health of the communities we serve

Our Values

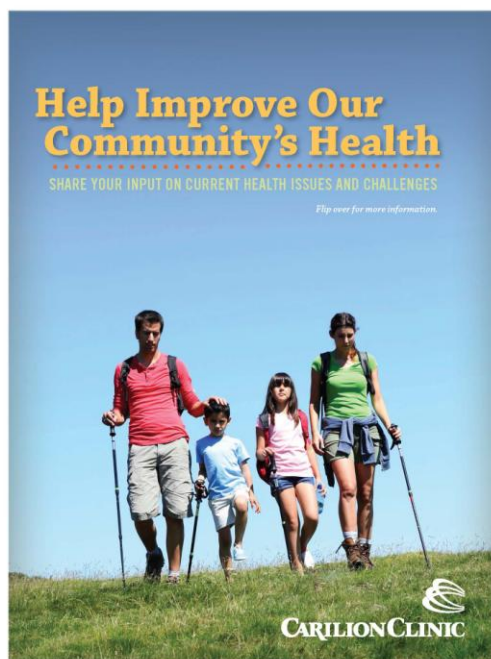
- For Carilion Clinic:
 - **CommUNITY:** Working in unison to serve our community, our Carilion family and our loved ones.
 - **Courage:** Doing what's right for our patients without question
 - **Commitment:** Unwavering in our quest for exceptional quality and service
 - **Compassion:** Putting heart into everything we do
 - **Curiosity:** Fostering creativity and innovation in our pursuit of excellence




Our Vision

- We are committed to a common purpose of better patient care, better community health and lower cost.






Healthy Franklin County





- **CDC Grant.** \$1.2 million over the next four years to implement lifestyle health programs and activities in Franklin County, Henry County, Martinsville and Patrick County.
 - Two highly skilled personnel hired in Franklin County
- **Implementation Plan – 2016-2018 - Draft**
 - WIN! Wellness Program – 6 week program – strong nutrition
 - TRU Fit Program – Body Analysis – Group YMCA Memberships
 - Healthy West Piedmont – Lifestyle health program
 - Employee Health Programs
 - Community Giving Gardens
 - Restaurant Collaboratives
 - Public School System Engagement
 - Free Clinic lifestyle health
 - Public Library – Outdoor learning, reading, Bookmobile snacks
 - Sticker Program to recognize people who adopt guidelines for healthy living




Our Model for Excellence







Non-Negotiables for CFMH



At Carilion Franklin Memorial Hospital (CFMH), we hold the patient at the center of all we do, and we fully embrace and pledge to keep our Carilion Clinic values of CommUNITY, Courage, Commitment, Compassion and Curiosity. In keeping with those values, we now choose to establish expectations, which are expressed below. Let's call these our Family "house rules" or what life looks like at CFMH.

AS A REPRESENTATIVE OF CARILION CLINIC AND CFMH I WILL . . .

- Display compassion and empathy for every patient/family and refrain from attaching "labels" or stereotypes
- Practice the **AIDET** principles (**A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, **T**hank You) in all interactions
- Address our customer's concerns by using **HEAL**:
 - **H**: Hear them out
 - **E**: Empathize
 - **A**: Apologize ("I apologize for your long wait, can I get you a blanket")
 - **L**: Leap into action to solve the problem
- Be positive, supportive of change, flexible, willing to pitch in to help co-workers, and set others up for success
- Practice the 5/10 rule, speak to any person within 5 feet and acknowledge anyone within 10 feet. I will listen attentively, make eye contact, and not interrupt

These non-negotiables were developed due to the potential consequences these behaviors may have on our patients, visitors and co-workers. Violations will result in the use of the progressive disciplinary process up to and including separation from employment depending on frequency and severity of the violation. Note: Our non-negotiables are not intended to modify or replace standards and expectations as outlined in the Carilion Clinic Code of Excellence and in Carilion Clinic / CFMH policies, procedures, and guidelines.

IN FRONT OF A PATIENT OR VISITOR, I WILL NEVER . . .

- Say "We're short staffed"
- Say "It's not my patient"
- Say "It's not my job"
- Be verbally negative where it can be overheard, including venting or complaining or providing feedback
- Utilize cell phones for personal use in patient care areas
- Hold personal conversations, as it may leave the impression that my personal life comes before a patient's care


IN ALL CIRCUMSTANCES, I WILL . . .

- Refrain from negative conversations / gossip
- Respect my co-workers by adhering to policies on attendance, tardiness and usage of company time

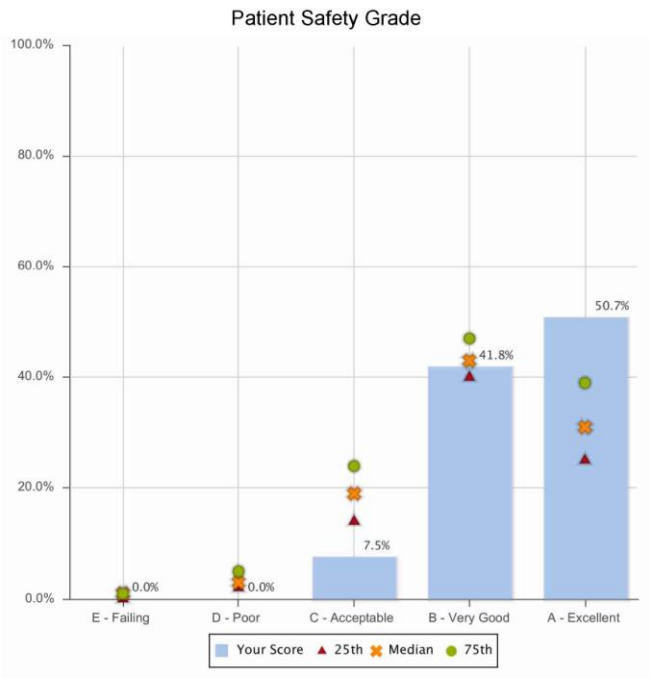
I understand and embrace the non-negotiable behaviors as presented here and will adhere to and uphold them.

Name: _____ Date: _____

Developed by CFMH Leadership in coordination with Human Resources

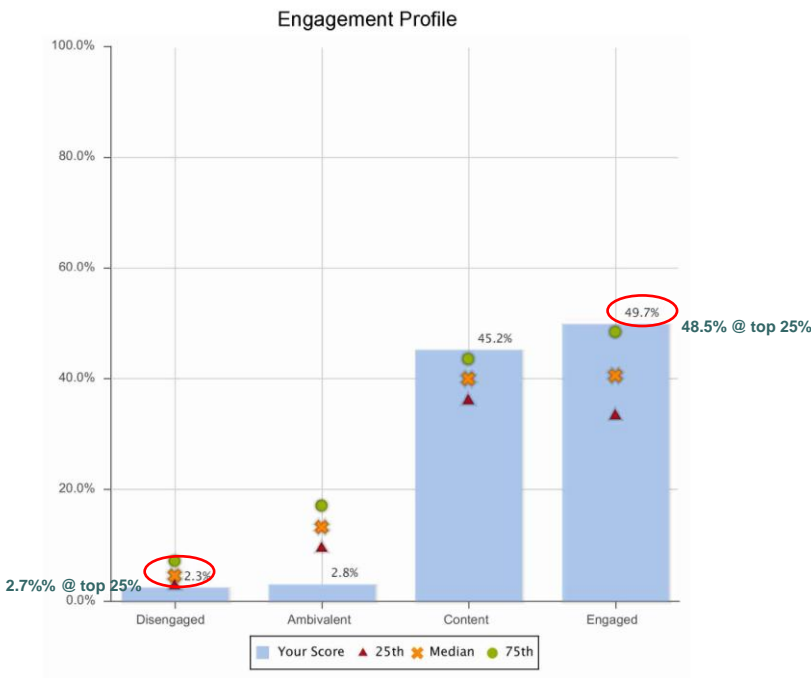
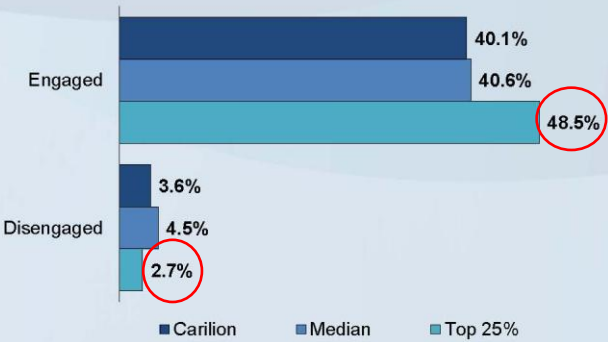


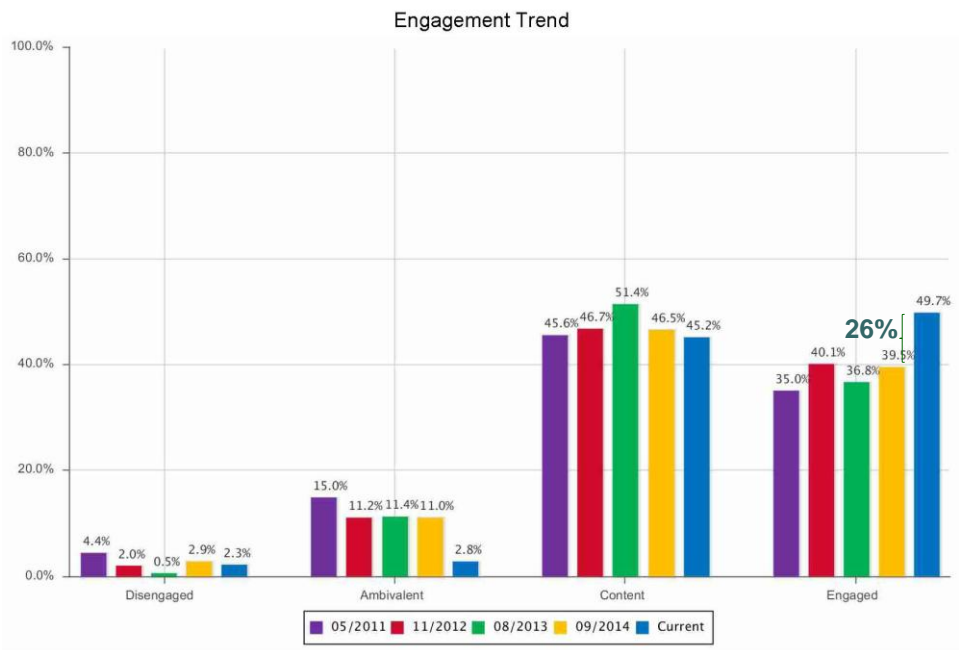
William D. Jacobsen
Hospital Administrator & Vice President



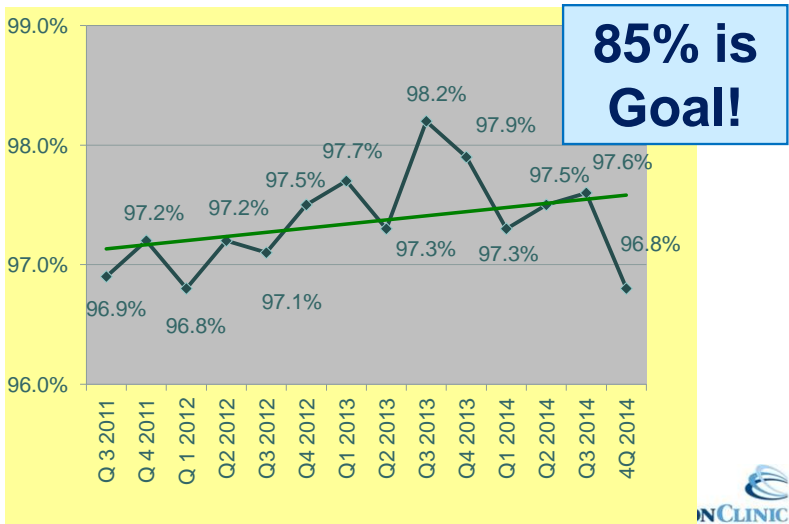
Achieving Best-in-Class Engagement

- Closing the gap to the 75th percentile (top 25%) would position us in the top 125 healthcare organizations in the Advisory Board cohort
- 2-4 year timeframe to achieve





Joint Commission
Composite Score over time



Healthcare Acquired
Infections (HAIs) FY2015

Carilion Franklin Memorial Hospital WHOLEHOUSE Infection Prevention and Control FY2015 Indicators	OCT-14	NOV-14	DEC-14	JAN-15	FEB-15	MAR-15	APR-15	MAY-15	JUN-15	JUL-15	AUG-15	SEP-15
Central Line Associated Bloodstream Infection Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0	0	0	0	0	0	0	0	0	0
	31	32	37	55	35	29	36	40	22	59	50	52
Catheter Associated Urinary Tract Infection Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0	0	0	0	0	0	0	0	0	0
	89	141	121	119	96	95	101	62	84			
Ventilator Associated Event (VAE) Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0	0	0	0	0	0	0	0	0	0
	4	8	2	11	10	6	10	6	1			
Probable Ventilator Associated Pneumonia Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0	0	0	0	0	0	0	0	0	0
	4	6	2	11	10	6	10	6	1			
Surgical Site Infection Rate (Inpatient)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0	0	0	0	0	0	0	0	0	0	0	0
	18	21	23	18	16	23	20	12	32	17	19	15
MRSA Healthcare Associated Infection Rate (Inpatient)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
numerator	0	0	0	0	0	0	0	0	0	0	0	0
denominator	503	471	561	602	469	500	434	406	432	409	401	379
C-Diff Healthcare Associated Infection Rate (Inpatient)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
numerator	0	0	0	0	0	0	0	0	0	0	0	0
denominator	503	471	561	602	469	500	434	406	432	409	401	379
Hand Hygiene Compliance Rate	95.45%	100.00%	97.32%	99.35%	97.78%	99.47%	98.60%	98.77%	98.28%	98.25%	97.60%	98.40%
	105	151	145	152	132	186	141	161	171	224	163	185
	110	151	149	153	135	187	143	163	174	228	167	188

Hospital	City	State	FY2013 Readmission Penalty	FY2014 Readmission Penalty	FY2015 Readmission Penalty	FY2016 Readmission Penalty
AUGUSTA HEALTH	FISHERVILLE	VA	0.00%	0.00%	0.00%	0.00%
EASTERN STATE HOSPITAL	WILLIAMSBURG	VA	0.00%	0.00%	0.00%	0.00%
NOVANT HEALTH HAYMARKET MEDICAL CENTER	HAYMARKET	VA	Not Assessed	Not Assessed	Not Assessed	0.00%
RIVERSIDE DOCTORS' HOSPITAL OF WILLIAMSBURG	WILLIAMSBURG	VA	Not Assessed	Not Assessed	0.00%	0.00%
SENTARA HALIFAX REGIONAL HOSPITAL	HALIFAX	VA	0.23%	0.02%	0.04%	0.00%
SENTARA NORFOLK GENERAL HOSPITAL	NORFOLK	VA	0.28%	0.00%	0.00%	0.00%
WESTERN STATE HOSPITAL	STALWTON	VA	0.00%	0.00%	0.00%	0.00%
INOVA FAIRFAX HOSPITAL	FALLS CHURCH	VA	0.03%	0.01%	0.03%	0.01%
BON SECOURS MARYVIEW MEDICAL CENTER	PORTSMOUTH	VA	0.61%	0.22%	0.32%	0.05%
SENTARA LEIGH HOSPITAL	MANASSAS	VA	0.13%	0.14%	0.09%	0.06%
BEDFORD MEMORIAL HOSPITAL	ROANOKE	VA	0.00%	0.00%	0.00%	0.07%
BON SECOURS MEMORIAL HOSPITAL	ROANOKE	VA	0.00%	0.00%	0.00%	0.09%
CARILION FRANKLIN MEMORIAL HOSPITAL	FRANKLIN	VA	0.00%	0.00%	0.00%	0.09%
RAPPAHANNOCK GENERAL HOSPITAL	SPOTTSWANA	VA	0.00%	0.00%	0.00%	0.11%
BON SECOURS ST MARYS HOSPITAL	SPOTTSWANA	VA	0.00%	0.00%	0.00%	0.13%
BON SECOURS RICHMOND HOSPITAL	RICHMOND	VA	0.00%	0.00%	0.00%	0.14%
SENTARA PRINCESS ANNE HOSPITAL	PRINCESS ANNE	VA	0.00%	0.00%	0.00%	0.14%
SENTARA RMH MEDICAL CENTER	ROANOKE	VA	0.00%	0.00%	0.00%	0.18%
SENTARA CAREPLEX HOSPITAL	SPOTTSWANA	VA	0.00%	0.00%	0.00%	0.23%
SENTARA OBGYN HOSPITAL	SPOTTSWANA	VA	0.00%	0.00%	0.00%	0.23%
CARILION NEW RIVER VALLEY	NEW RIVER VALLEY	VA	0.00%	0.00%	0.00%	0.25%
VIRGINIA HOSPITAL CENTER	CHARLOTTESVILLE	VA	0.00%	0.00%	0.00%	0.27%
TWIN COUNTY REGIONAL HOSPITAL	WYTHE COUNTY	VA	0.00%	0.00%	0.00%	0.28%
RIVERSIDE REGIONAL MEDICAL CENTER	ROANOKE	VA	0.00%	0.00%	0.00%	0.29%
RIVERSIDE SHORE MEMORIAL HOSPITAL	ROANOKE	VA	0.00%	0.00%	0.00%	0.29%
WYTHE COUNTY COMMUNITY HOSPITAL	WYTHE COUNTY	VA	0.00%	0.00%	0.00%	0.30%
NORTON COMMUNITY HOSPITAL	NORTON	VA	0.73%	1.00%	1.00%	0.31%
INOVA MOUNT VERNON HOSPITAL	ALEXANDRIA	VA	0.23%	0.15%	0.29%	0.34%
CARILION TAZEWELL COMMUNITY HOSPITAL	TAZEWELL	VA	0.58%	0.37%	0.60%	0.38%
MARY WASHINGTON HOSPITAL, INC.	FREDERICKSBURG	VA	1.00%	0.72%	0.22%	0.43%
MEDICAL COLLEGE OF VIRGINIA HOSPITALS	RICHMOND	VA	0.40%	0.36%	0.69%	0.44%
COMMUNITY MEMORIAL HEALTHCENTER, INC.	SOUTH HILL	VA	0.27%	0.01%	0.54%	0.48%
HENRICO DOCTORS' HOSPITAL	RICHMOND	VA	0.00%	0.00%	0.00%	0.53%
WARREN MEMORIAL HOSPITAL	FRONT ROYAL	VA	0.00%	0.27%	1.02%	0.53%
WELLMONT LONESOME PINE HOSPITAL	BIG STONE GAP	VA	0.69%	0.60%	0.61%	0.55%
LEWISGALE HOSPITAL MONTGOMERY	BLACKSBURG	VA	0.31%	0.38%	2.27%	0.60%
UNIVERSITY OF VIRGINIA MEDICAL CENTER	CHARLOTTESVILLE	VA	0.36%	0.29%	0.50%	0.60%
SMITH COUNTY COMMUNITY HOSPITAL	MARION	VA	0.13%	0.13%	0.53%	0.61%
SPOTTSWANA REGIONAL MEDICAL CENTER	FREDERICKSBURG	VA	0.21%	0.33%	0.47%	0.61%
LEWISGALE HOSPITAL ALLEGANY	LOW MOOR	VA	0.23%	0.63%	2.85%	0.65%
BON SECOURS DEPAUL MEDICAL CENTER	NORFOLK	VA	0.00%	0.06%	0.38%	0.66%
MARY IMMACULATE HOSPITAL	NEWPORT NEWS	VA	0.00%	0.00%	0.13%	0.68%
INOVA LOUDOUN HOSPITAL	LEESBURG	VA	0.12%	0.23%	0.43%	0.71%
STAFFORD HOSPITAL, LLC	STAFFORD	VA	0.15%	0.00%	1.21%	0.74%
RIVERSIDE WALTER REED HOSPITAL	GLoucester	VA	0.13%	0.13%	0.89%	0.76%
JOHN RANDOLPH MEDICAL CENTER	HOPEWELL	VA	0.37%	0.27%	0.76%	0.76%
SOUTHAMPTON MEMORIAL HOSPITAL	FRANKLIN	VA	0.79%	0.56%	0.74%	0.85%
CARILION ROANOKE MEMORIAL HOSPITAL	ROANOKE	VA	0.07%	0.05%	0.53%	0.94%
MEMORIAL HOSPITAL OF MARTINSVILLE & HENRY MARTINSVILLE	MARTINSVILLE	VA	0.05%	0.19%	0.43%	0.97%
FRANKLIN MEMORIAL CENTER	FRANKLIN	VA	0.40%	0.91%	1.14%	1.01%

CFMH ranked 12th
lowest of 74 hospitals
assessed at 0.09%
penalty



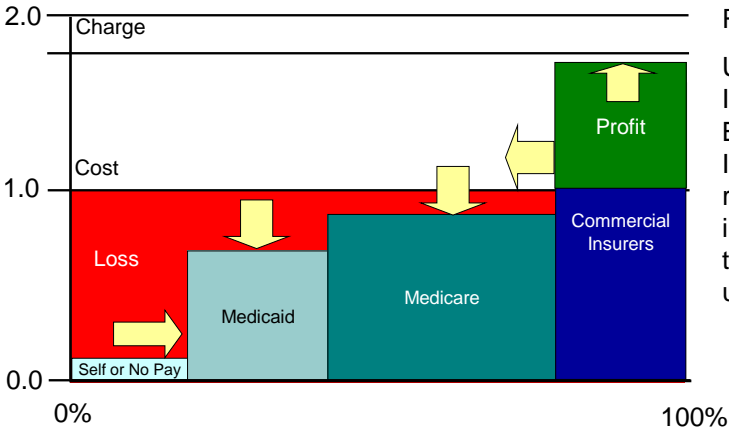
From CMS Benchmarking Site (April 25, 2015 release from Hospital Compare)

Carilion Franklin Memorial Hospital has the:

- 2nd-most patients who reported that their room and bathroom were always clean (82%) of the 86 Virginia hospitals.
- 4th-lowest rate of readmission after discharge from hospital (hospital-wide) (14.4%) of the 86 Virginia hospitals.
- 10th-lowest rate of unplanned readmission for chronic obstructive pulmonary disease (COPD) patients (19.7%) of the 86 Virginia hospitals.
- 7th-lowest spending per Medicare beneficiary (0.90 times the national average) of the 86 Virginia hospitals.



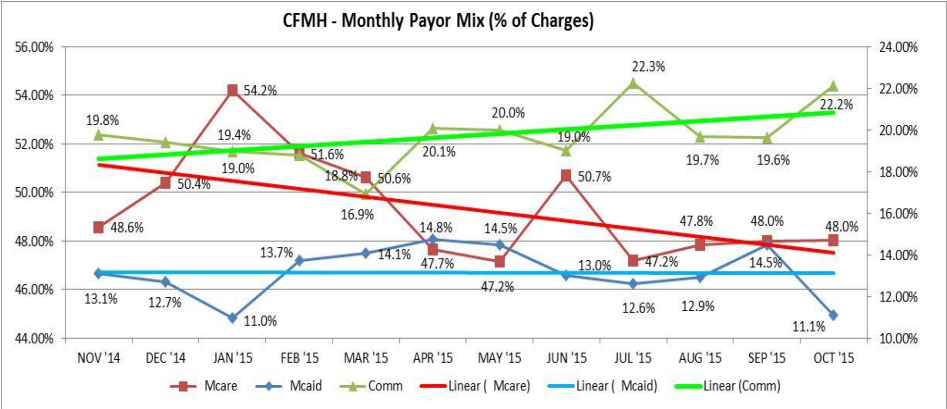
Hospital Finance 101



Results in:
Unaffordable Insurance for Business and Individuals, rationing, and increased taxes to keep up with it all.

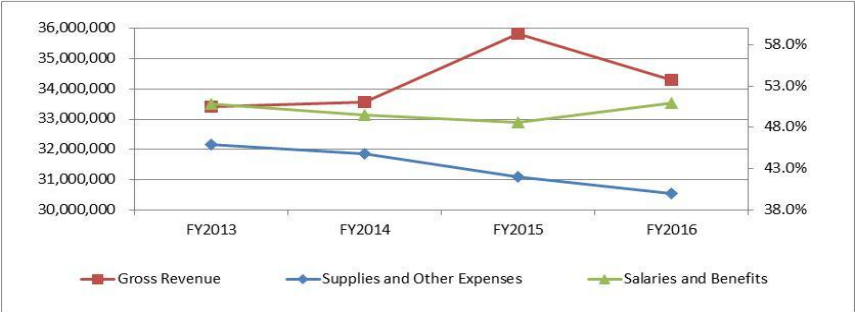


Reimbursement Mix (Payer Mix)

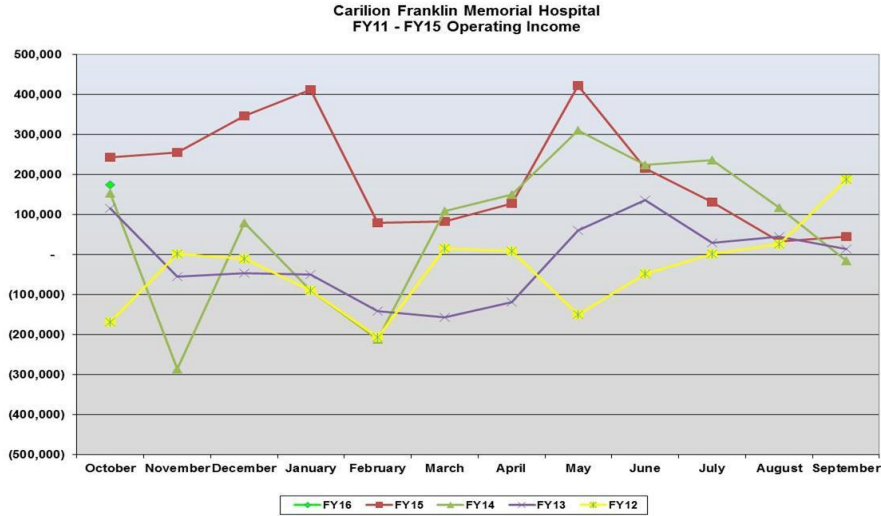


Patient Value – YTD Expense as % of Net Revenue

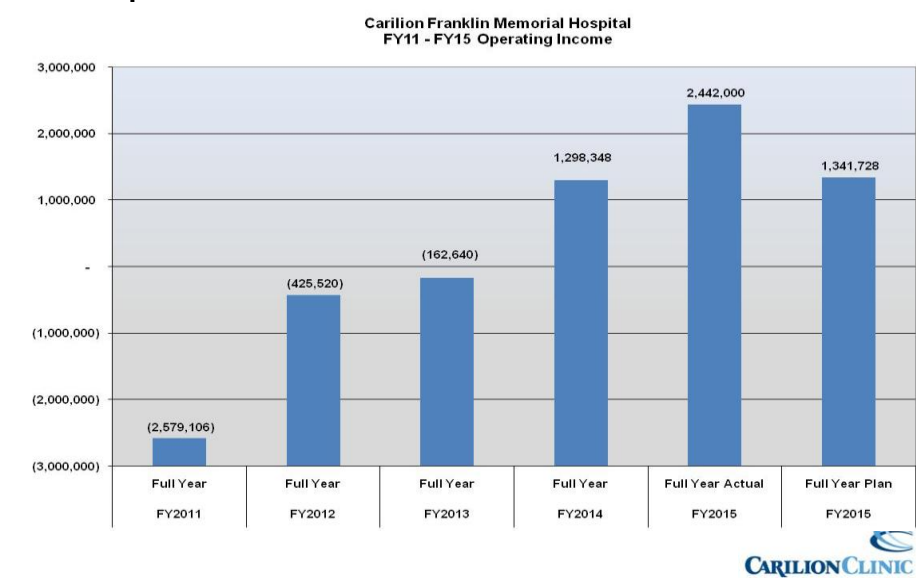
	October YTD		
	Actual	FY Plan	Full Year PY
Salaries and Benefits	51.0%	49.1%	48.6%
Supplies and Other Expenses	40.0%	42.9%	42.1%



Monthly Operating Margin Trend; (Last 5 FY's)



Carilion Franklin Memorial Hospital
Operating Margin: 5 Year History



SWOT Analysis

<div>Strengths</div> <ul style="list-style-type: none">• Solid, stable leadership and staff• Enthusiasm and support for patient centered medical home & ACPs• Historically low turnover• Generally good patient satisfaction scores• High quality scores• Low readmissions relative to nation• Good Management of the un- and under-insured• Solid Performance Improvement infrastructure (PI Tripod)• Great organizational structure with focus in Clinical Teams• Very low LOS and moving lower due to Palliative Care• Fastest growing county in SW Virginia (18% from 2000-2009)• Excellent relations with community partners – Healthy Franklin Co.• Strong political ties• Commitment to the Clinic Mission, Values, Vision (Triple Aim)• Upgraded and fully digital imaging• Committed and supportive Board of Trustees• Responsive and efficient Emergency Room• Best inpatient market share in the system (Carilion Clinic overall)• Great coordination with Carilion Homecare• Fully integrated EMR – Strong meaningful use numbers / My Chart• Good strategic planning and monitoring process• Cost Accounting :) – Low cost provider – 8th lowest of 86 for Medicare	<div>Opportunities</div> <ul style="list-style-type: none">• Market integration – Progress, but far from there• Primary Care expansion – More access for everyone• Growth everywhere, but especially at the Lake, Callaway, and Boones Mill• German Baptist population• Cardiac diagnostics – vastly improved – Need more Clinic coverage / Tech• Credentialed Care Managers at the Lake – Partner with LTC?• Telemedicine for specialty care• New Facility / Strategically Placed services to capture Bedford Market• More marketing to paying clients – Cost Accounting driven• Research Center for Nursing Practice – New inpatient Model• Crisis Stabilization Unit – Mental Health Coordination• Telehealth• More Primary Care Capacity / More distributed primary care• General Surgery growth• Interventional Pain Control• Interventional Orthopaedics, ENT, possibly Urology• Small employers for ACA sign up• Reconfiguration of campus• Healthy Franklin County• Martinsville / Henry County feeders – Primary Care / Ortho / Gen Surgery
<div>Weaknesses</div> <ul style="list-style-type: none">• System integration within market - Better, but not optimum• Revenue cycle management - Reactive rather than proactive• Lack of specialists here and at Westlake• Lack of surgeons in the short-run• Lack of succession planning for key providers• Lack of psychiatry services and adequate mental health care• Old, 1952 Facility that needs update and expansion• Challenging payor mix and safety net for region• Cardiology coverage• Homecare Rehab, although vastly improved• Commuter County – Lose share elsewhere• Marketing is focused on Clinio/Roanoke, not our market• Productivity hit - electronic medical records (Short- and Long-term)• Ambulatory threatened by free-standing services	<div>Threats</div> <ul style="list-style-type: none">• Centra Health and/or HCA at the Lake• Centra Gretna Center Opened Dec 2014<ul style="list-style-type: none">• Centra Helicopter / Freestanding ED near Southlake• MRI services Approved• Sniffing around in Southlake• Primary care / Orthopaedics in Bassett• Slow market integration• Medicare and Medicaid cuts / Denials on all insurers• New normal for uninsured – Good unemployment but declining coverage• Aging of our physicians• Shortage of specialists – psych, ortho, cardiology, ENT, Urology• Mini-clinics• Core Back Institute• It's our market to lose!!!• Lack of clear market strategy

CARILION CLINIC

Pillars Driving Reporting

ENVIRONMENT / INFRASTRUCTURE	Changes in financial payments, technology, trends, and so forth.
SERVICE	Scores and information relating to satisfaction levels of various groups: patients, physicians, and other departments.
QUALITY	Quality indicators for each department, the goal for each indicator, and the current status of each indicator.
FINANCE	Information about how both the individual department and entire organization are doing to provide everyone with a useful snapshot of the financial bottom line.
PEOPLE	Information about new hires, turnover, and overtime. Include ideas to help employees see the impact they, the people in the trenches, have in the department.
GROWTH	Data on the number of patients being seen and where improvements are needed. Offer suggestions for reducing the number of people who leave the emergency department without being seen or no-shows in outpatient units.
COMMUNITY	Articles and information showing the impact the organization has in the local community, philanthropically and in other ways. This is also a great place for external environment news.

● ● ● | How do we get to Vital Franklin County?

- Establish a baseline and where do we want to be
- Develop solid Mission, Values, and Vision statement that can be embraced by all residents – It starts with them!
- Enhance infrastructure to attract and retain large employers (with benefits) for controlled positive growth
- Provide support for existing employers and their growth
- Ensure a solid, innovative school system with broad range of options for students
- Good technical training to support new and existing jobs
- Capitalize on our healthy environment with substantial green space
- Battle Obesity and Substance Abuse



● ● ● | How do we get to Vital Franklin County?

- Work together as a community to accomplish our mission
- Do not ignore the poor and marginalized
 - Their problems/challenges are ours too!
 - Capitalize on our faith and non-profit communities
- Capitalize on the significant wisdom and time of our senior population
- Focus on intergenerational issues to connect our experienced seniors with our eager / bored youth
- Long-range, well-explained revenue plan over time that keeps us affordable, yet provides controlled positive growth



BOS STRATEGIC PLANNING - PRIOR

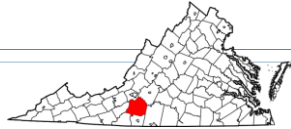
Linda Ferguson, Facilitator led the Board through the Strategic Planning Update as follows:



Franklin County

A Natural Setting for Opportunity

Strategic Planning Update – Fall 2015



Welcome: Franklin County Stakeholders

► Introductions

► Dr. Linda J. Ferguson

- Earned MA in Social Psychology and Ph.D. in Management from Indiana University
- Completed coach training through Coach Training Alliance; certified in Team Coaching for the Team Advantage program; completed CEUs International Coach Federation (ICF)
- Author of numerous articles in the journal *Interbeing*, contributor for an edited book, *The Workplace and Spirituality: New Perspectives on Research and Practice*, and a monthly coaching column in *Bella* magazine
- Author of *Path for Greatness: Work as Spiritual Service*, and *Staying Grounded in Shifting Sand*, and numerous articles. She writes a weekly blog on spirituality and work reaching more than 5,000 readers.

What is Strategic Planning

- Simply, a set of concepts, procedures, and tools
 - Designed to help leaders think & act strategically
 - Helps focus on producing effective decisions and actions that further the organization's mission and satisfies stakeholders
- What strategic planning is not
 - Not a substitute for strategic thinking and acting



Bill Jacobsen
Franklin Memorial Hospital



BOS Strategic Planning - Prior
November 29, 2012

- ▶ Developed “core vision” statements
- ▶ Identified Strategic Outcome Areas
- ▶ Established short-term goals (2-3 years)
- ▶ Environmental Scan



BOS Strategic Planning - Prior
Strategic Outcome Areas



Various Board members gave input and feedback as to what they would like to see accomplished ten years ahead in the following focus areas:

INFRASTRUCTURE

County Zoning - Consistent
 Upgrade & Fix Extended Water Lines Focusing on Main Arteries
 Sewer Systems - County Wide
 Broadband & Cell Service County Wide
 All Village Centers - Water, Sewer & broadband services
 St. Rt's. 220, 40 & 122 (Restricted Access, sight distance widening roads, improve & uniform roads
 Access to new Business Park from I-73
 Hospital & Medical Care
 Expand EMS - Strategically located facilities Better Working Relationship between the Career and Volunteers
 Response Times Less than 10 Minutes any area of the County.
 Add Firefighting Career Studies & Training in High School & Ferrum College
 Annuity for Long Term Volunteers
 Focus on interchanges to I-73 Zoning Increased traffic & needs
 Manpower to meet the traffic needs should I-73 Come through the County.
 Better working relationship between volunteers & paid public safety

FINANCIAL STABILITY

Highest return rental land for public land
 Financial Efficiency/Purchasing Policies Efficiency
 Tie Financing to Strategic Plan
 Smoother progression of Revenue
 Revenue Debt Ratio Revenue Spending
 Capital Comprehensive Expenditure Plan
 Updated and follow Policies to receive BEST Bond rating
 Bulk purchase for economy of scale
 TIF Financing - Special Tax Districts

MANAGED GROWTH

Targeted Zoning for Villages - Homes, Farms & Industry
 Consistent Planning
 Complete Village Plans & Revising
 Zoning associated with them to meet objectives of those areas
 Approve new zoning categories (diversity)
 ED's impact on managed growth
 Pay Attention to Infrastructure on need & growth
 Consistent growth of retiree population
 Services grown o par with populations growth

ECONOMNIC DEVELOPMENT

Develop Tourism & Infrastructure
 Upgrade/Develop Tourism Sites
 Retiree Growth/Zoning Requirements
 Promotion/Marketing neutral & historical assets
 Bridges
 Form a good relationship with the Army Corp of Engineers (and other agencies) and impacting
 Tourism & local economy
 Vocational Classes in School
 Business Park will be up and running within a 10 year period
 Event Venues Good number
 Enhance & Growing Regional Partnerships
 Support a mix of business growth; Size Diversification of business
 Water & Sewer, etc. in place
 Soft Infrastructure in place Recreation opportunities
 Build on Bedford County Rail Service
 Marketing & Promotional
 Agribusiness Growth

BOS Strategic Planning: 2-3 Year Goals

Adopted 8/20/2013

...by Strategic Outcome Area

Accomplished

In progress/
Ongoing

Needs attention

Infrastructure

1) Implement response time standards for fire and EMS with appropriate resources.

2) Develop water and sewer to growing areas of the County.

3) Implement a better radio communications system throughout the County to support fire and rescue.

4) Develop and implement a system to insure that we extend the life of the landfill.

5) Pursue public/private partnerships for expanded broadband and cellular service.

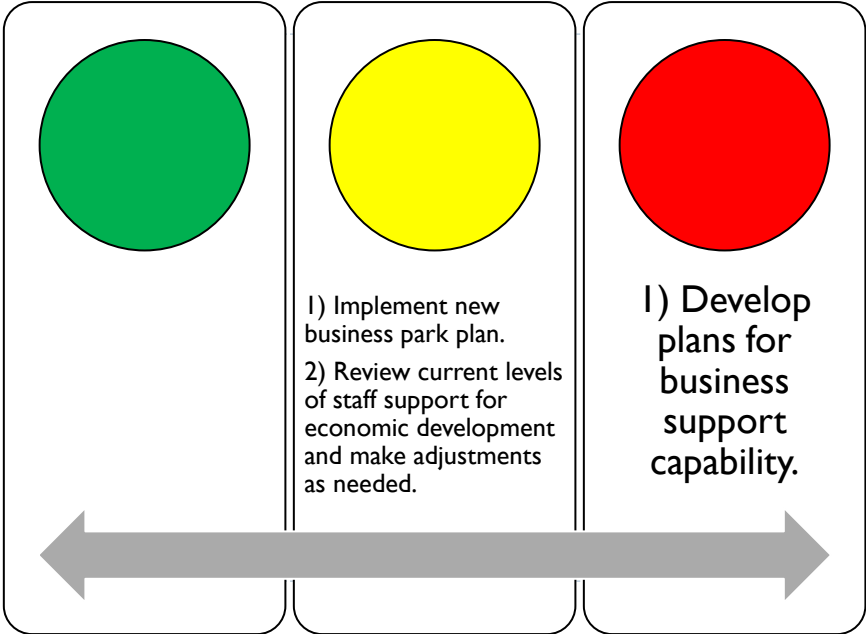
6) Develop a funding plan and timeline for natural gas on Route 220.

Schools

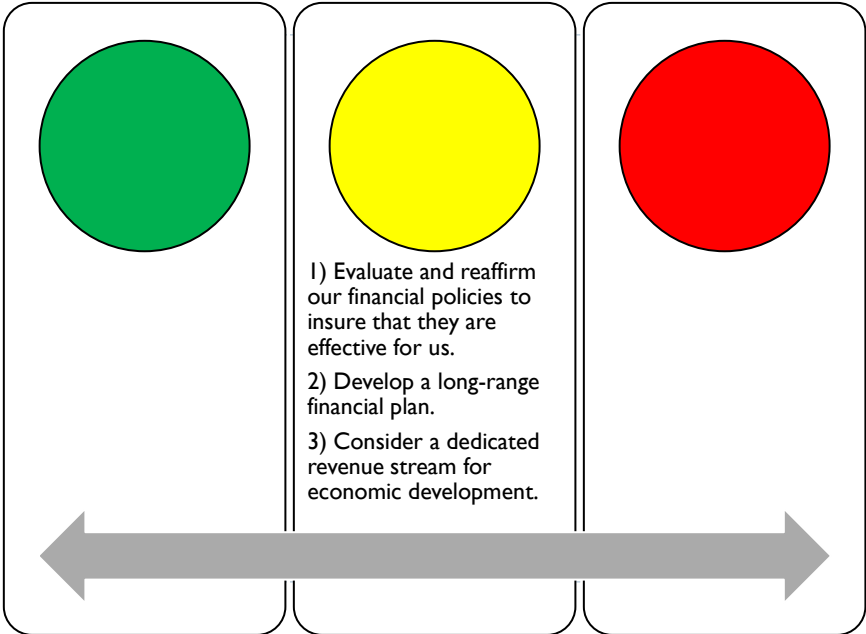
1) Actively pursue STEM-H focus at the Franklin Center.

2) Advocate for and develop financing plan for expanded career and technical education training, with consideration of mentoring and apprenticeship programs.

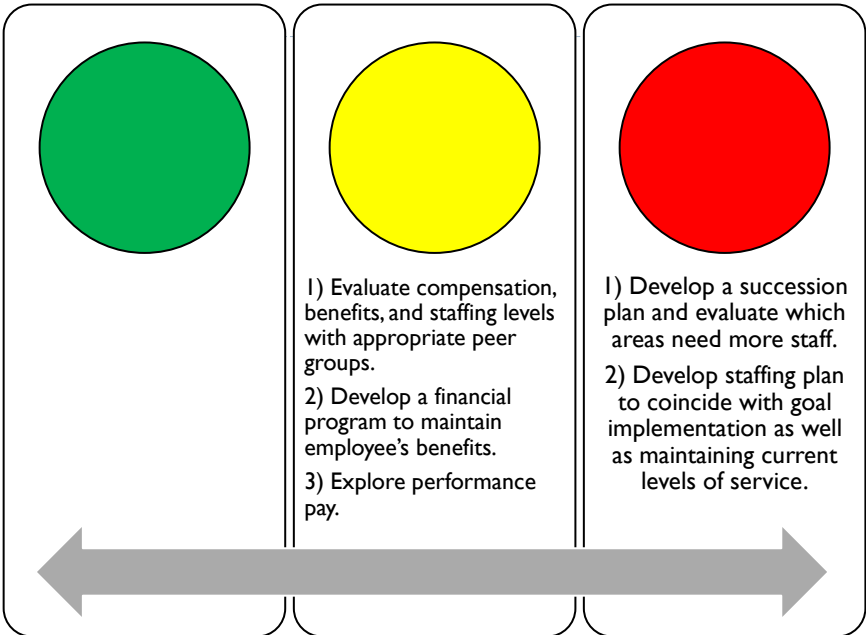
Economic Development



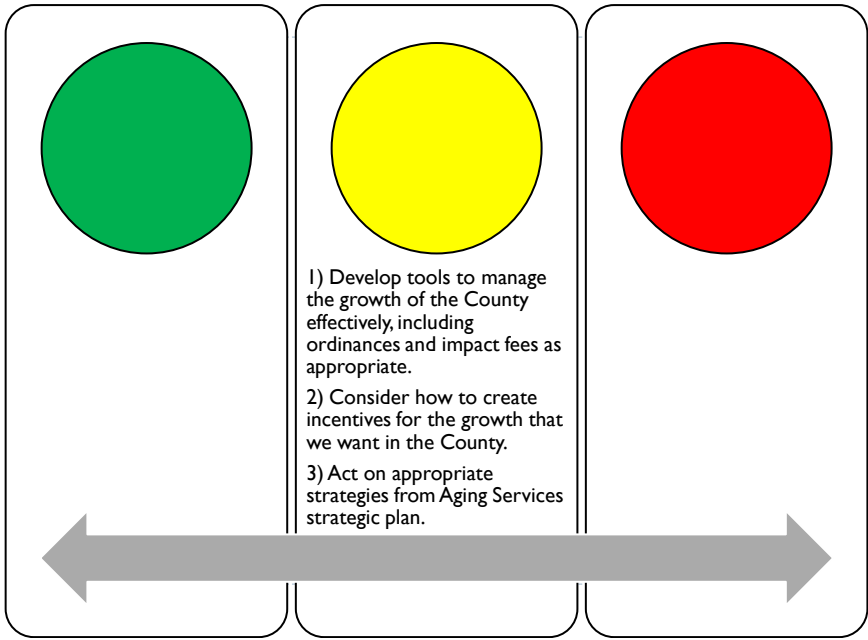
Financial Stability



Staffing Needs



Managed Growth



Leadership

The art of leadership in today’s world involves orchestrating the inevitable conflict, chaos, and confusion of change so that the disturbance is productive rather than destructive.

-Harvard Business Review; July-August 09



Roots: County Assets, Resources That Can Grow the Tree

- ▶ Transparency
- ▶ Accessibility
- ▶ Personal relationships within the community
- ▶ Fiscal responsibility
- ▶ Institutional knowledge
- ▶ Professional and dedicated staff
- ▶ Efficient and effective use of resources
- ▶ Proactive, data driven policies
- ▶ Willingness to work with others
- ▶ Willing to take calculated risks
- ▶ Embracing technology
- ▶ Reliability and consistence from the Board
- ▶ Comparatively few legal issues



Strategic Focus Areas



Chairman Brubaker recessed the meeting until Thursday, December 3, 2015 @ 1:00 P.M.

CLINE BRUBAKER
CHAIRMAN

SHARON K. TUDOR, MMC
COUNTY CLERK